

**FD BUSINESS PLAN ACTIONS 11/13/2008**

	ACTIVITY	TASK	ACTION
	<b>STRATEGIC OUTCOME 1: The REE Agencies receive outstanding leadership and support for the REE complaints and compliance program and the Agricultural Research Service has a model Equal Employment Opportunity Program characterized by an atmosphere of inclusion and which fosters career development opportunities for internal and external customers.</b>		
1.1	<b>Goal 1.1</b> Eliminate barriers to representation and retention in the workforce.		
1.1.1	Compile Management Directive 715 report, analyze agency employment data and share information on employment trends and identified barriers. Develop a plan to overcome any obstacles/barriers in the workplace.		
1.1.2	Create, implement, and maintain a secure and confidential electronic exit interview process to determine why employees choose to leave ARS.		
1.1.3	Conduct analysis of awards and recognition, determine if there is parity among all groups of the workforce. Develop a plan to eliminate barriers to parity if they exist.		
1.1.4	Develop criteria and methods to hold agency supervisors and managers accountable for hiring decisions that impact the agency's level of representation of females and minorities in the workforce.	FD will target special emphasis organizations when recruiting.	FCB will continue to implement the FCB GS1102 Recruitment and Retention plan & develop a training program for SCEP students
1.2	<b>Goal 1.2 Increase diversity of the ARS workforce through special emphasis, recruitment, and outreach programs, partnerships, and initiatives.</b>		
1.2.1	Revitalize the Special Emphasis Programs within ARS.		
1.2.2	Review and assess current outreach activities in universities and colleges, minority serving institutions organizations, and K-12 schools, to determine level of success v. investment in educating students and faculty about scientific research in order to build a diverse applicant pool.	FD will participate in outreach efforts.	FCB will capture involvement in outreach programs with local universities. (e.g. R.H. Smith School of Business - Interview Edge and Bowie State University NCMA Presentation). FCB will continue to utilize the SCEP/STEP Programs. (See 1.1.4)
1.2.3	Conduct workshops and seminars for applicants and employees to help them with the recruitment process (resume/KSA training).		

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1.2.4	Review and assess the utilization of the student programs and the ARS Postdoctoral Research Associate programs. Encourage managers to convert students to permanent positions where appropriate and to recruit from the current applicant pool of ARS Postdoctoral Research Associates for permanent positions.		
1.2.5	Encourage employees to utilize the career development programs (LEAD, PEAK, etc.), mentor programs, and Special Emphasis Programs for their own career growth, and to serve on EEO/Diversity Advisory Committees.	FD will encourage employee participation in these programs and participate in advisory committee when appropriate.	Encourage employees to enroll in programs and actively monitor their progress.
1.2.5		FD will host employees from other functional areas	Provide meaningful work assignments or experiences to help them gain insight into FD functional responsibilities.
1.3	<b>Goal 1.3 Educate the workforce on cultural diversity, equal employment opportunity and civil rights issues.</b>		
1.3.1	Identify training needs and implement programs to meet these needs.		
1.3.2	Introduce Multigenerational Training and sponsor Multigenerational Diversity events to increase awareness of these issues in the workplace.		
1.3.3	Create and maintain a formal mentoring program to develop ARS' human capital to its fullest potential.		
1.3.4	Promote consistency in new employee, Research Leader, and scientist orientation programs throughout ARS regarding all components of the EEO Program.		
2	<b>STRATEGIC OUTCOME 2: Research, Education, and Economics (REE) Agencies have a highly qualified diverse workforce to fully accomplish the REE mission.</b>		
	<b>Goal 2.1</b> Hire people with agency-desired skill sets.		
2.1.1	Identify current and future skills gaps within each agency.	See 1.1.4	
2.1.2	Actively recruit to ensure maximum opportunity for all.	See 1.1.4	
2.1.3	Develop a sound marketing strategy to attract top candidates.	See 1.1.4	
2.1.4	Develop metrics to guide improvement in the hiring process (e.g., speed, quality of applicants, success of selectees.)		

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2.2	<b>Goal 2.2</b> Emphasize employee continuous improvement.		
2.2.1	Develop a career development template to assist employees to grow in the agency (e.g., positions available, competencies and performance expectations).	Effectively use available training resources to reinforce core competencies and expand employee performance in leadership, customer service, and communication skills.	Use IDPs to identify training needs and opportunities.
2.2.2	Develop and implement an employee continuous education requirement.	FD will implement FAC-C requirements for COs and CORs.	Implement FAC-C requirements of 80 hrs CEU bi-annually for COs and 40 hours bi-annually for COTRs.
2.2.3	Retain and share corporate knowledge by defining/developing and implementing Knowledge Management (processes, documents, databases, etc).	Initiate special project teams to research and conduct internal training.	FD will develop and conduct training and seminars in mission area.
2.3	<b>Goal 2.3</b> REE Agencies retain/achieve top ranking in USDA as "Best Places to Work" as reported in the 2009 Federal Human Capital Survey		
2.3.1	Develop a program/process to assimilate and support new employees to increase retention.		
2.3.2	Implement the Performance Appraisal Assessment Tool (PAAT) in order to improve performance management and reward processes and actions		
2.3.3	Expand/implement maxiflex, telework, Career Patterns and other programs and flexibilities to assist employees in balancing work and personal responsibilities.	FD will expand use of telework, maxiflex and other programs where appropriate	FD will monitor effectiveness of programs and expand participation where practical.
2.4	<b>Goal 2.4</b> Improve "Leading People" skills of all leaders, supervisors, and managers.		
2.4.1	Publish and implement Succession Plans in ARS, CSREES, and ERS.	Develop an AFM HQ 1102 Contract Specialist Succession Plan	FD/APD will investigate and develop plan
2.4.2	Develop and implement a supervisory training program.	FD will participate in the implementation of supervisory training programs.	FDSupervisors will participate in Situational Leadership Training and other opportunities that become available.
3	<b>STRATEGIC OUTCOME 3: REE Agencies sustain a clean annual audit opinion and have access to quality financial information through financial systems that meet their management needs.</b>		
3.1	<b>Goal 3.1</b> REE meets all monthly, quarterly, and annual appropriation level accounting and reporting requirements. Appropriated fund (obligation) and cash reports continue to evidence an accurate financial picture. Reporting difficulties are rapidly resolved.	Procedures need to be updated for placing new asset into service and reducing Work-in-Progress (WIP) backlog.	FD and FMD to establish a task force, with Area participation, to address WIP backlog and establish update procedures for placing new assets into service.

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3.1.1	Actively respond to annual OIG audit of REE-wide financial statements and resolve audit concerns within established due dates.	FD performs testing as required under OMB A -123	FCB Conducts audits and responds as required.
			FD to conduct Risk Assessments and participate in OIG audits as required.
3.2	<b>Goal 3.2</b> REE financial workforce is positioned to support the transitional period from FFIS to proposed Departmental financial system.		
3.2.1	Develop implementation plan for new, Department-mandated financial management modernization initiative.		
3.3	<b>Goal 3.3</b> All REE travelers are supported by a professional, customer oriented Travel and Transportation staff and Web-based systems are operational.		
3.3.1	GovTrip is fully implemented, operational and documented for end-users.	FD will participate in the full implementation.	FD employees will participate in pilot testing of Gov-trip implementation.
3.3.2	Conduct GovTrip post-implementation review and effect process changes as necessary.		
3.4	Goal 3.4 CATS is fully implemented on ARIS/Oracle platform, meets needs of ARS users, and maximizes opportunities for financial systems integration.		
3.4.1	Financial community identifies multiple data exchange opportunities between SAMS, ARMPs, CATS, ARIS, and other non-financial ORACLE-based applications to reduce the need for duplicate data entry and increase operating efficiency.		
3.4.2	Financial community explores and identifies data-mining opportunities for ad-hoc reporting from Oracle-based applications, including software and training requirements.	FD will identify facility related cost data necessary to manage our assets.	FD to work with FMD to identify facility related reports identifying Operations and Maintenance costs including Utilities, Personnel and Repair and Maintenance.
4	<b>STRATEGIC OUTCOME 4: REE Agencies receive effective and automated services for acquisition and personal property management.</b>		
4.1	<b>Goal 4.1</b> Acquisition & Property Division, Facilities Division, Area, Locations, and REE agencies partner to effectively implement and administer E-commerce initiatives and custom electronic information exchange.		

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4.1.1	Implement new purchase card.		
4.1.2	Reevaluate the use of the purchase card in ARS (Field); review and determine appropriate number and users of purchase cards		
4.1.3	Implement USDA CPAIS for personal property in REE.	FD will share with APD our CPAIS implementaion experience	Share leassons learned
4.2	<b>Goal 4.2</b> REE agencies realize cost savings and receive best value through leveraging their energy buying power		
4.2.1	Acquisition & Property Division to coordinate with Facilities Division to develop and implement a comprehensive energy buying plan.	FD will share with APD and Areas info regarding environmentally sound and value based energy buying opportunities	Share potential opportunities with APD and Areas
			FD will explore opportunities for alternative procurement of utilities with DESC, GSA and third parties and facilitate utilization of most favorable rate structures
			Locations and Areas will be encouraged to check utility bills and monitor trends
4.3	<b>Goal 4.3</b> REE agencies realize cost savings and receive best value through effective fleet management.		
4.3.1	Review vehicle procurements for minimum size needed for mission.		
4.3.2	Maximize use of alternative fuels and alternative fuel vehicles.		
4.3.3	Monitor fleet fuel use for methods for overall fuel savings	FD will assist APD with survey of fuels, vehicles and tanks	FD will assist in development and analysis of survey
4.4	<b>Goal 4.4</b> Develop metric for REE acquisitions.		
4.4.1	Consider ATS or other systems (e.g. the new purchase card system)		
4.4.2	Consider any other systems for integration (CATS/ATS)	FD will evaluate existing FDMIS system	FCB to validate data regarding compliance with procurement schedule standards.
5	<b>STRATEGIC OUTCOME 5: Stewardship (acquisition, operation, and disposal) of REE Real Property assets</b>		
5.1	<b>Goal 5.1</b> Enhance the protection and well being of the work force and REE assets.		
5.1.1	Identify and protect ARS infrastructure and real property assets.		
5.1.2	Work with Office of Homeland Security to establish protocols for validating high priority physical security needs.		

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5.1.3	Analyze trends regarding employee safety and wellbeing with the goal of reducing worker injuries and OMSP exposures to workplace hazards, and implement corrective action.	SHEMB to re-establish a taskforce to develop a Plan of Action with recommended approaches.	It is expected that the task force will obtain updated ARS injury/illness data, review current federal injury/illness reduction goals, analyze collected data, and prepare a Report of Findings, with recommended corrective action items.
5.2	<b>Goal 5.2</b> Maintain a robust Real Property Asset Management program.		
5.2.1	Develop and implement a facility Operation and Maintenance Program to address general maintenance, preventive maintenance, and repair of facilities to minimize the life cycle cost of the facility	Develop Policy	Issue P&P to Areas on developing effective O&M programs at their locations
5.2.1		Assist Areas/locations with implementation of O&M program	Monitor development of required plans
		Monitor Area/locations implementation of O&M program	

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5.2.1		Assist Areas/locations with start up of O&M programs for newly acquired facilities	
5.2.2	Exercise proper stewardship of environment, natural, and energy and water resources as defined by EO 13423 – <i>Strengthening Federal Environmental, Energy &amp; Transportation Management</i> .		
5.2.3	Utilize the facility plan developed by the Agency and Area Asset Management Review Boards in determining the allocation of R&M funds to meet mission requirements.		
5.2.4	Establish a single point of contact in each Area to coordinate the Area's asset management program.		
5.2.5	Begin the planning and coordination process for the CSREES move from the Waterfront Building.	FD to facilitate the GSA leasing process and develop plans for a possible move from the Waterfront Building.	FD established weekly meeting with CSREES and monthly meetings with OO to address all issues associated with the GSA leasing process.
			FD to assist CSREES in identifying and securing approval for the space requirements for the new lease.
			FD to assist CSREES in developing a Relocation Plan.
			FD to assist CSREES in establishing a Move Team to address all issues associated the physical move.
5.3	<b>Goal 5.3</b> Implement Energy Policy Act (EPACT) 2005 and the Energy Independence and Security Act of 2007.	Insure designs for new facilities and renovation of existing facilities comply with requirements	Re-write chapters 1,3,5 and 7 of ARS 242.1 to incorporate requirements

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5.3.1	Establish roles and responsibilities of AFM/Areas/Locations/State Offices in implementing EPACT 2005 and the Energy Independence and Security Act of 2007 goals.	Develop P&P on Energy, Water and Sustainability	Issue P&P
5.3.2	Maximize the use of no cost/low cost energy management programs.	Evaluate opportunities within REE for low/no cost energy opportunities	Champion ESPC/UESC opportunities, free utility energy audits/incentives, "low hanging fruit lists" and other less known opportunities.
			Utilize Resource Efficiency Manager services.
5.3.3	Evaluate how to allocate energy reduction/renewable energy initiatives across ARS in a manner that maximizes progress in meeting Agency EPACT 2005 and the Energy Independence and Security Act of 2007 goals.	Assess agency status, find opportunities, establish priorities and monitor progress.	Utilize energy audits, surveys, statutory reporting, and other information to identify opportunities for energy, water and resource conservation.
			Prioritize opportunities for improvement based on return on investment, payback period, resources available and presence of Champions.
			Provide outreach and solicit the input and participation of Areas and locations.
			Recommission and retro-commission
6	<b>STRATEGIC OUTCOME 6: Extramural agreements are awarded and administered in an efficient and timely manner to ensure accomplishment of mission and program goals and objectives. All agreements are legally and fiscally sound and are in full compliance with established extramural policies and procedures.</b>		
6.1	<b>Goal 6.1</b> Ensure effective use and administration of extramural agreements including fiscal and programmatic responsibility for ADODRs.		
6.1.1	Continue training programs on authorized uses of Extramural Agreements		
6.1.2	Develop automated notification of reporting due dates.		
6.1.3	Continue developing awareness of fiscal accountability, and ensure legitimate commitment and sufficiency of funds.		
6.1.4	Consolidate interim and annual reporting requirements (AD-421 process).		



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6.2	<b>Goal 6.2</b> Ensure fiscal and financial systems are fully integrated into the agreement process.		
6.2.1	Develop efficient billing and accounting processes.		
6.2.2	Develop process to close agreements in a timely manner.		
6.2.3	Review other agencies' business processes for automated agreement account reconciliation and closeout. Consider implementing best business practices.		
6.3	<b>Goal 6.3</b> Agreement business processes are measured for effectiveness and efficiency.		
6.3.1	Develop metrics to evaluate agreement process.		
6.3.2	Measure timeliness of account reconciliation to ensure timely closeouts.		
7	<b>STRATEGIC OUTCOME 7: AFM systems fully meet REE needs for administrative and financial management information and guidance in support of improved productivity, service, and reduced costs.</b>		
7.1	<b>Goal 7.1</b> Ensure employees have access to personal and professional resources.		
7.1.1	Develop an Executive Information System (EIS), i.e. "Dashboard", with financial, HR, agreements, procurement, property, and facilities data points.		
7.1.2	Develop an employee service and information site with career data, personal data, calendars, chat rooms, etc.		
7.2	<b>Goal 7.2</b> Ensure that new or modified administrative processes or information systems effect measurable, qualitative improvements.		
7.2.1	Develop an applications enterprise architecture map which identifies the current state and proposed future state of AFM-wide applications (from which to establish priorities).		FCB will participate in intranet development.
7.2.2	Identify key business processes most important to HQ, scientists, and Locations, and which also require the most amount of time and resources, and then focus on two of these processes to automate, integrate, streamline, and improve.		
7.2.3	Improve the public ARS Web site ensuring that the information provided is commensurate with agency identified priorities and that access to administrative and financial (AFM) information is clear and user friendly.		